Excellence in Strategic Planning

Master Template for Category 1 Public Entities

2004

Government of Newfoundland and Labrador
Treasury Board Secretariat

Agenda
Strategic Planning Workshop
(Insert Dates)

Goals of the Workshop:

- Ensure each participant understands the components of the strategic planning process
- Ensure each participant is provided with the tools to facilitate the process
- Ensure each participant has the opportunity to clarify the organization's lines of business and mandate
- Ensure each participant understands their client base
- Provide participants with the information needed to support the identification of strategic issues
- Provide the opportunity to write goals for a specified time frame.

Tentative Agenda
Strategic Planning Workshop
(Insert dates and revise agenda based on needs of the organization)
Day 1

9:00 - 9:15 am: Opener
9:15 - 9:20 am: Goals of the Workshop
9:20 - 10:30 am: The Strategic Planning Process

- Review of Strategic Planning Process recommended in the Governance Handbook - 15 minutes
- Review of Board's process:
  - 30 minutes small group to complete Worksheet 1
  - 25 minutes large group work

10:30 - 10:45: Nutrition Break

10:45 - 11:25 am: Lines of Business

- 20 minutes in small groups to complete Worksheet 2
- 20 minutes reporting to large group

11:25 - 12:15pm: Clients

- 20 minutes to complete Worksheet 3 (either internal or external)
- 30 minutes in large group

12:15- 1:00pm: Lunch

1:00 - 2:15pm- Mandate

- 45 minutes to complete Worksheet 4
- 30 minutes reaching consensus on lines of business

2:15 - 3:15pm: Vision and Mission

- 5 minutes to individually complete Worksheet 5 - Vision
- 10 minutes to compare responses, given in Worksheet 5 - Vision, in small group
- 15 minutes sharing in large group
- 5 minutes to individually complete Worksheet 6 - Mission
- 10 minutes to compare responses, given in Worksheet 6 - Mission, in small group
- 15 minutes sharing in large group

3:15- 3:45pm: Values

- 15 minutes to complete Worksheet 7 - Values
- 15 minutes sharing in large group

3:45- 4:45 pm: Environmental Scan

- 30 minutes in small group to complete portion of Worksheet 8 - Environmental Scan, as assigned
- 30 minutes sharing in large group

4:45-5:00 pm: Wrap up and preparation for Day 2

Tentative Agenda
Strategic Planning Workshop
(Insert dates and revise agenda based on needs of the organization)
Day 2

8:00 - 9:00 am: Summary of Environmental Scan

- 30 minutes in small groups to complete Worksheet 9
- 30 minutes in large group

9:00 - 10:15am: Strategic or Operational

- 15 minutes in small groups to determine whether an assigned issue is strategic or operational - Worksheet 10
- 30 minutes in large group
- 15 minutes in small groups to determine whether an assigned issue is strategic or operational - Worksheet 10
- 15 minutes in large group

10:15 - 10:30am: Nutrition Break

10:30-12:30pm: Focusing Issues

- 30 minutes in small groups to complete Worksheet 11 for one issue
- 30 minutes in large group
- 30 minutes in small groups to complete Worksheet 11 for second issue
- 30 minutes in large group

12:30- 1:15pm Lunch

1:15- 1:45pm: Prioritizing Issues

- Review of identified issues and Worksheet 12
- 5 minutes to individually complete Worksheet 12
- 10 minutes in small groups to compare responses and consolidate responses
- 10 minutes in large group

1:45- 3:15pm: Goal

- 20 minutes in small groups to write one goal, on Worksheet 13, designed to address one issue
- 25 minutes in large group
- 20 minutes in small groups to write one goal designed to address another issue
- 25 minutes in large group

3:15- 3:45pm: Indicators

- Identification of existing and needed data - Worksheet 14: large group

3:45- 4:00pm: Wrap Up

Strategic Planning Worksheets

1. The Strategic Planning Process
2. Lines of Business
3. Primary Clients and Related Expectations
4. Mandate
5. Vision
6. Mission
7. Values
8. Environmental Scan
9. Consolidation and Summary of Environmental Scan
10. Strategic or Operational
11. Focusing Issues
12. Determining Priority Issues
13. Goal

1. The Strategic Planning Process

Direction: Please note who was involved in each phase of the last strategic planning cycle, what they did and why things were done in that way.

Step	Who (position)	What	Why
1. Planning the process			
2. Environmental Scan	Internal:		
	External:		
	Summary:		
3. Vision			
4. Mission			
5. Values			
6. Lines of Business			
7. Goals			
8. Operational plan			
9. Performance measurement			
10. Drafting Strategic plan			
11. Reviewing/ approving strategic plan			
12. Implementing, monitoring and reporting			

2: Lines of Business

1. Are we all clear about the business we are in? List:

2. Are we in this business because it fits with the Department/Government vision and mission or because we have always done this line of business?

3. Does what you do overlap with other organizations? If so, name the key organizations and state how you liaison with these organizations to ensure efficiency and effectiveness.

4. Are there lines of business you would like to change or refine? If so, how will the organization address these issues in the future?

5. Are there lines of business you should be in? List.

3: Primary Clients and Related Expectations

Client : Any person, group, or organization that can place a claim on the organization's attention, resources, or services, or is affected by what the agency does or the services it provides.

Who Are Our Clients (Consider both internal and external clients)	What They Need from us	How They Influence and Judge us	Do Our Clients Think That we		
			Meet their needs	Sometimes meet their needs	Rarely satisfy their needs

Comments:

4: Mandate

1. If there is a mandate for the line(s) of business you have been assigned, please identify exactly where the mandate is stated.

2. If there is no mandate for the line(s) of business you have been assigned, what is the rationale for still doing this line of business?

3. For the line(s) of business you have been assigned please complete the following table

Line of Business	**Is the mandate clear or are we designing it as we plan?**		**If it is clear does it set parameters on our business?**		**Does it directly influence our operations? If yes, describe how?**
	Clear	Designing	Yes	No	

4. Describe aspects of the governing body's mandate which need to be discussed and refined.

5. Are there other players who should be involved as we discuss and clarify our mandate?

6. Does our mandate enable us to meet the needs of our clients?

5. Vision

A vision is a short statement describing the ideal state an organization is striving to achieve in the long term for its clients. It is a statement of destination which is written within the context of the province, the relevant department, and the governing body's regional/provincial context.

The vision statement provides guidance by articulating what the governing body wishes to attain. It serves as a signpost, a goal-oriented mental construct that guides people's behaviour, establishing standards of excellence. It transcends the status quo bridging the present and the future.

Please review the vision statement below and decide if the statement you are reading meets the suggested criteria. When finished count the number of "Yes" statements and rate the vision statement keeping in mind that 6=excellent; 5=good, 4/3=fair, and 2/1=poor.

When you finish writing each vision statement check to see if it	Yes	No
1. Expresses the outcome which will be achieved if the mandate is fulfilled.		
2. Expresses a clear sense of identity.		
3. Is brief and memorable.		
4. Transcends the status quo.		
5. Enables governance and operational level individuals to design tasks to support its fulfilment.		
6. Is an outcome which can be achieved by the organization		
Totals		

My rating_____ **Group rating**_____

Comments:

6. Mission Statement (inputs © programs/services © outputs © results © mission)

A mission statement is an outcome oriented statement which systematically diagrams the vision by answering the questions who, what and why. It must be realistic and achievable in approximately two cycles of strategic planning and should indicate how it will be measured. It should tell the ultimate outcome desired in the near future. It should be brief and memorable, and support the direction required by the organization to which it reports. It is not a descriptor of the programs and services or what the organization is about and it does not answer how it will be achieved.

Please read each statement in the table below check whether the mission statement meets the criteria outlined in the table below. When you are finished count the number of "Yes" statements and rate the mission statement keeping in mind that 6=excellent, 5=good, 4/3=fair, and 2/1=poor.

The Mission Statement:	Yes	No
1. Can be accomplished by this organization within the next 6 to 10 years		
2. Clearly identifies the intended primary stakeholder(s) (Who?)		
3. Clearly outlines the desired outcome (What?)		
4. Clearly describes the general benefit of our programs and services(Why?)		
5. Is brief and measurable		
6. Can be measured		

My rating Mission_____ **Group rating**_____

Comments:
Measure(s)

_____

_____

Indicators for each measure

7. Values

Question	Response		Action If no, fill in these sections?
	Yes	No	
1. Have we articulated our values? If yes, proceed to the next question.			List Potential Values:
2. Can we describe how those values are manifested in our actions? If yes, proceed to the next question. If no, complete the Action column but do not complete the remainder of the questions below.			Describe one action for each value:
3. Could our employees list the values without having to reference our Plan?			What should we do next?
4. Have we articulated how the values are influencing the directions taken in the organizations?			How should they influence our directions?
5. Have we completed an environmental scan to determine if our values are observable and support the achievement of our vision?			If no, what needs to be done next?

8: Environmental Scan (3 sheets in total) 1 of 3

If the tasks listed below have not been completed answer each set by asking "Which of the following could I contribute to support our environmental scan?"

A. We completed/reviewed (I could contribute the following to support our environmental scan):

____ ©© analysis of past reports;
____ ©© analysis of minutes and newsletters;
____ ©© analysis of local, national and international standards;
____ ©© consultations - individual, group and community;
____ ©© direct observations;
____ ©© evaluation reports;
____ ©© focus groups;
____ ©© interviews;
____ ©© literature reviews;
____ ©© questionnaires;
____ ©© review of records;
____ ©© statistical analysis;
____ ©© suggestions from suggestion boxes;
____ ©© surveys; and
____ ©© work samples.

B. Our internal environmental analysis consisted of a review of the following:

Internal Business Processes

____ ©© vision, mission and mandate;
____ ©© effectiveness and efficiency of internal business processes;
____ ©© employee relations;
____ ©© reports regarding the performance of program and service components of the organization;
____ ©© internal harmony, including levels of cooperation within and between components of the organization;
____ ©© communications; and
____ ©© organizational structures.

8: Environmental Scan 2 of 3

Finances

____ ©© internal financial conditions;
____ ©© human resources and projected future requirements;
____ ©© demands for new operational or capital expenditures;
____ ©© status of financial statements;
____ ©© status of audited financial statements;
____ ©© projected surplus(es) or deficit(s); and
____ ©© sources of revenue.

Clients

____ ©© client/public needs as identified in submissions;
____ ©© results of surveys (local; provincial; national);
____ ©© client needs as identified by program area;
____ ©© standards which could influence client outcomes;
____ ©© policies which influence access and program delivery; and
____ ©© results of satisfaction surveys.

Learning and Growth

____ ©© status of technology;
____ ©© strengths and stressors as identified by staff;
____ ©© physical conditions;
____ ©© need for training in new technologies/ work methods;
____ ©© expectations and needs created by the introduction/revision of programs and services; and
____ ©© overlaps in functions and recommendations to streamline work functions and the implications for training/retraining.

8: Environmental Scan 3 of 3

C. Our external environmental analysis consisted of a review of the following (I could support the external scan in each of the following areas):

_____orientation and ongoing staff development requirements as projected by the organization, provincial professional associations, stakeholder groups, or provincial standards setting exercises;
____ collaboration levels with other organizations;
____ current research/innovations/best practices which could change the way of doing business/offering programs and services;
____ demographics and projected changes;
____ energy needs and market projections (heat, light, etc);
____ gender analysis issues;
____ government expectations;
____ health and well-being statistics;
____ fiscal realities, including finances and inflation factors;
____ labor market shifts/forecasts;
____ employee relations trends;
____ life style factors;
____ local, provincial, and national comparisons;
____ needs as articulated by other public bodies in the region;
____ needs as articulated by advocacy groups;
____ public expectations;
____ transportation needs;
____ discussions or meetings/correspondence the chairperson/CEO had with the minister/deputy of the relevant department;
____ government documents;
____ information posted on the web sites of provincial and federal government;
____ minutes of meetings senior staff have had with their government counterparts;
____ minutes of meetings the CEO attended with the executive of the relevant department;
____ position papers/reports/minutes of the provincial association,; and
____ public education needs.

9. Consolidation of Environmental Scan

(This section is only completed if a previous environmental scan has been conducted)

In what report, by whom and when, was the following completed?:

_____ 1. An analysis and summary of the information obtained was prepared by the staff to assist the governing body in prioritizing needs, establishing key issues and determining goals for inclusion in the organization's strategic plan.

_____ 2. The governing body was given information which distinguished between operational and strategic issues;

_____ 3. The governing body was given information which could be used to evaluate each issue against a set of criteria such as the following:

_____ Balance-	Meeting this need ensures maintenance of a balanced approach in our strategic plan.
_____ Baseline-	The baseline and how far the organization is from its desired benchmark/outcome is known.
_____ Feasible-	The organization has the resources to meet this need.
_____ Focus-	This issue ensures the organization focuses on its vision, mission and mandate.
_____ Reaction-	The governing body will be affected negatively if the organization does not meet this need .
_____ Relevant-	This issue is relevant to the mandate.
_____ Reliable-	The issue is based on reliable data and supported by research, not opinion.
_____ Specific-	This need is specific enough to provide direction as to how to meet it.
_____ Value Added-	Addressing this need will add value to the achievements of the organization.
_____ Equity and equality-	This need meets the principle of equality and equity.
_____ Control-	The governing body's input can contribute to the outcomes.

9: Summary of Environmental Scan

Question	Completed		Work to be Completed
	Yes	No	
1. Have we scanned the external and internal environment for current trends and arising issues that relate to (do external first): A. Client? B. Finances? C. Internal Business Processes? D. Learning and Growth?			Potentially strategic issues covering the 4 areas:
2. Have we identified the sources of information and checked the appropriateness of the source?			Sources:
3. Have we analysed each issue/trend/opportunity to determine where it is in its life cycle: A. Are our clients aware that it exists? B. Are the indicators producing warning signals? C. Are comparisons with other jurisdictions positive or troubling? D. Is there a crisis or opportunity looming? E. Will the Organization/Government have to respond to this issue/trend/opportunity ?			Where is each issue in its life cycle?
4. How will these issues/trends, etc. impact on the organizations A. mission and mandates? B. practices? C. expenditures? D. programs and services? E. human resources? F. structure?	Impacts:		

10: Strategic or Operational

Issue:

	Operational		Strategic
Is this issue viewed as being important by senior management?	No		Yes
Does the CEO have this issue on his/her agenda?	No		Yes
When will the organization have to deal with this issue?	Now	Next Year	2 or more years from now
How broad an impact will this issue have?	Single sector		Entire Organization
How large is the financial risk/ opportunity?	Minor (<10% of budget)		Major (>25% budget)
Will strategies for resolution require:			
i Development of new goals and programs	No		Yes
ii. Significant changes in revenue	No		Yes
iii. Amendments to provincial policies	No		Yes
iv. Major facility additions or modifications	No		Yes
v. Significant increase in personnel complement	No		Yes
How apparent is the best approach for resolution	Clear	Few Details known	Wide Open
The lowest level of management who could decide how to deal with this issue	Division Head		Section/Branch Manager
Possible consequences of non action	Very little	Significant disruption	Major long term Consequences
How many other groups are affected and must be involved in resolution	None	1-3	4 or more
How sensitive is this issue relative to our clients, &/or political, social, religious or cultural values	Benign	Touchy	Explosive

Adapted from Section 3: Performance Measurement, *Strategic Planning*, State of Virginia, p. W-30

Issue is: ©Primarily **Operational** ©Primarily **Strategic**

11. Focussing Issues 1 of 2

Issue:

Why is this an issue for the organization?

This issue affects the organization's	Yes	No	Potential Consequences if this Issue is NOT addressed?
External clients			
Internal clients			
Mission			
Mandates			
Lines of business			
Identified strengths			
Identified weaknesses			
Previously perceived opportunities/threats			

Can this organization influence this issue? If the answer is no please move to the next issue. If yes, please proceed.

This issue causes us to ask these questions:

We feel the critical question, at this time, is the following:

11. Focussing Issues 2 of 2

Please list the actions the organization would have to undertake to answer this critical question.

What are the challenges we must face if we are going to address this issue from each of the following perspective?

Client:

Fiscal:

Internal business processes:

Learning and growth:

12. Determining Priority Issues

List issues or write the number of the issue and one word to represent the issue then answer the questions which follow:.

Issues

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

Place a ©@across from the statement which best describes the ability of the organization to address each issue

We	Issues									
	1	2	3	4	5	6	7	8	9	10
A. can independently address this issue										
B. need to partner with other agencies to address this issue										
C. would like to address this issue but it is clearly in someone else's mandate										
D. would like to address this issue but cannot influence the outcomes										
E. should address this issue but, at this time, have neither the resources nor expertise,										
F. see this issue as high priority but other influential parties do not agree										

13a. Goal

1. Issue: _____

2. Goal: _____

3. This goal could support the following area in the strategic plan:
   - A. Client _____
   - B. Learning and Growth _____
   - C. Internal Business Processes _____
   - D. Finances _____

4. Is this goal achievable:
   - A. in 3 years Yes____ No ____
   - B. within current fiscal realities Yes____ No ____
   - C. given the current resource allocations Yes____ No ____
   - D. using current internal business process Yes____ No ____

5. Potential beneficiaries of this goal:

_____

6. Voices/interests potentially marginalised by this goal:

_____

7. Measure(s) and indicators we believe would tell us when this goal is met:

_____

13b. Actions which will need to occur in order to address the issue:

These actions could be completed in 3years Yes_____ No_____ Unsure_____

If No or Unsure please list the barriers

Should the goal be revised Yes_____ No_____

If yes please revise below

Objectives

1.

2.

3.

13c. Objectives and Actions for Year 1

1. Goal # __
2. Objective #1

_____

_____

_____

3. Measure(s) for Objective 1 _____
4. Indicators for Objective 1 _____
5. Actions necessary to address Objective 1

Actions	Costs	Time	Who				Time Frame/ How are outcomes to be reported
			R	A	C	I	

R = responsible for collecting data; **A** = accountable for the outcomes; **C** = must be consulted/ involved along the way; **I** = who will need to be informed of the outcomes

13d. Reporting (one sheet would be completed for each measure)

Goal 1 _____
Objective _____
Measure _____

Factors to consider	Reporting requirements
List indicators: 1. 2. 3. 4. 5. 6.	Who is going to collect the information for each indicator: 1. 2. 3. 4. 5. 6.
Who is going to compile the report regarding each measure	
Who will present the report	
Who will receive the report	
Exactly what is required in the report	
How should the information be reported	
What are the format expectations	
What is the maximum length of an indicator report	
What is the maximum length of a measure report	
When should reports be presented	
Should data be aggregate or disaggregate	
When should data be collected	
What is the acceptable margin of error	
Who must be notified if data cannot be collected	

10 Strategic Planning

Introduction

Strategic planning is a continuous and systematic process whereby a governing body identifies, monitors and measures its future outcomes to be achieved over a three year time frame as outlined in the *Achieving Excellence 2000: A Guidebook for the Improved Accountability of Public Bodies.* The strategic plan of the governing body supports the plan of the relevant department which in turn supports the overall directions for the province as set by the Government.

The Strategic Planning Process

The strategic planning process is a cycle comprised of nine steps:

1. Planning the process;
2. Conducting an environmental review;
3. Writing/reviewing the organization's vision, values and mission;
4. Identifying and confirming lines of business;
5. Establishing goals;
6. Developing operational plan(s) and completing performance measurement;
7. Writing a draft strategic plan;
8. Reviewing and approving the strategic plan; and
9. Implementing, monitoring and reporting.

Step 1: *Planning the process*

Strategic planning is a way of strategic thinking that becomes the normal way of operating within the organization. It causes the governing body to look at where it is now and where it wants the organization to be in a specified three year period. This step requires the governing body to establish the steps to be taken to ensure the strategic planning process becomes a reality. Gender and other differences should be taken into account during the planning process. This should be done in all phases. Particular attention should be paid to these differences:

- during the environmental review;
- when establishing goals and intended outcomes;
- during operational planning and the development of performance measures; and
- when implementing, monitoring and reporting.

Planning how the strategic plan will be developed and the cycle completed is vital to the organization. There are two options:

Option 1 — the organization can choose to develop goals which would take years to achieve. These would be followed by 'long term objectives' that are achievable over a specified three year period. These long term objectives would be followed by 'short term objectives' that are achievable within a specified one year period; or

Option 2 — the organization can choose to develop goals that are achievable over a specified three year period. These would be followed by objectives which are achievable within a specified one year period.

This means that where Option 1 is chosen the governing body would include their goals and long term objectives in their strategic plan. The short term objectives would be developed during the operational planning phase of the process. Where Option 2 is chosen the governing body would only include their goals in the strategic plan. The objectives would be written during the operational planning phase. The remainder of this chapter is written based on Option 2. Where governing bodies choose Option 1 it is necessary to substitute long term objectives where the word goal(s) appear.

Irrespective of the option chosen it is important to:

- be conversant with the relevant department's strategic plan and Government directions;
- ensure that there is understanding and agreement on the organization's mandate and in the event of a lack of agreement to seek clarification from the appropriate minister;
- ensure that governing body members are aware of their roles and responsibilities in relation to strategic planning;
- identify the barriers to strategic planning and how these can be overcome;
- identify the strengths of the organization, its stakeholders and how these can be utilized to support the strategic planning process;
- review the steps in the strategic planning process, determine time lines and assign responsibilities to ensure that the process is followed; and
- ensure that the governing body's meeting agendas provide the opportunity to periodically report progress on the development of the strategic plan.

Step 2: *Conducting an environmental review*

The purpose of the environmental review is to examine the internal and external environments in the areas of learning and growth, finances, internal business processes and client outcomes in order to determine the needs of the organization over the next three year period.

An environmental review is used to gather information which clearly identifies the organization's strengths and needs. It focuses on a broad range of information designed to ensure decisions are well-founded and can be explained. It provides an avenue for discussion and input from all stakeholders including staff, community groups, professional organizations, other public entities, provincial and federal governments and the governing body members.

Also, part of the environmental review includes analysis of the relevant literature and data. Much of this data will already be available to the staff and the governing body. A person or a team should be assigned to gather the literature and data and summarize the contents.

The governing body will need a mechanism to check the completeness and accuracy of the data. The governing body should screen the data to be used or rejected.

The components of an environmental review include an internal and external environmental scan and concludes with an analysis and summary of data gathered during this collaborative process. In conducting an environmental review the following are best used in combination:

- analysis of past reports;
- analysis of minutes and newsletters;
- analysis of local, national and international standards;
- consultations - individual, group and community;
- direct observation;
- evaluation reports;
- focus groups;
- interviews;
- literature reviews;
- questionnaires;
- review of records;
- statistical analysis;
- suggestion boxes;
- surveys; and
- work samples.

Internal Environmental Analysis

An thorough internal environmental analysis consists of a review of the following:

- Internal Business Processes
  - vision, mission and mandate;
  - effectiveness and efficiency of internal business processes;
  - employee relations;
  - reports regarding the performance of program and service components of the organization;
  - internal harmony, including levels of cooperation within and between components of the organization;
  - communications; and
  - organizational structures.

- Finances

- internal financial conditions;
- human resources and projected future requirements;
- demands for new operational or capital expenditures;
- status of financial statements;
- status of audited financial statements;
- projected surplus(s) or deficit(s); and
- sources of revenue.

- Clients
  - client/public needs as identified in submissions;
  - results of surveys (local; provincial; national);
  - client needs as identified by program area;
  - standards which could influence client outcomes;
  - policies which influence access and program delivery; and
  - results of satisfaction surveys.

- Learning and Growth
  - status of technology;
  - strengths and stressors as identified by staff;
  - physical conditions;
  - need for training in new technologies/ work methods;
  - expectations and needs created by the introduction/revision of programs and services; and
  - overlaps in functions and recommendations to streamline work functions and the implications for training/retraining.

External Environmental Analysis

A thorough external environmental analysis consists of a review of the following:

- orientation and ongoing staff development requirements as projected by the organization, provincial professional associations, stakeholder groups, or provincial standards setting exercises;
- collaboration levels with other organizations;
- current research/innovations/best practices which could change the way of doing business/offering programs and services;
- demographics and projected changes;
- energy needs and market projections (heat, light, etc);
- gender analysis issues;
- government expectations;
- health and well-being statistics;
- fiscal realities, including finances and inflation factors;
- labour market shifts/forecasts;
- employee relations trends;
- life style factors;
- local, provincial, and national comparisons;
- needs as articulated by other public bodies in the region;
- needs as articulated by advocacy groups;
- public expectations;
- transportation needs;
- discussions or meetings/correspondence the chairperson/CEO had with the minister/deputy of the relevant department;
- government documents;
- information posted on the web sites of provincial and federal government;
- minutes of meetings senior staff have had with their government counterparts;
- minutes of meetings the CEO attended with the executive of the relevant department;
- position papers/reports/minutes of the provincial association, where one exists; and
- public education needs.

Consolidation of Environmental Reviews

An analysis and summary of the information obtained should be prepared by the staff to assist the governing body in prioritizing needs, establishing key issues and determining goals for inclusion in the organization's strategic plan. To assist in this process the governing body should distinguish between operational and strategic issues. The determination of operational issues is decided by the CEO and his team. The determination of strategic issues is the role of the governing body.

The governing body should take time to evaluate each issue against a set of criteria. The following criteria may be helpful in prioritizing issues:

- Balance- Meeting this need ensures maintenance of a balanced approach in our strategic plan.
- Baseline- The baseline and how far the organization is from its desired benchmark/outcome is known.
- Feasible- The organization has the resources to meet this need.
- Focus- This issue ensures the organization focuses on its vision, mission and mandate.
- Reaction- The governing body will be affected negatively if the organization does not meet this need .
- Relevant- This issue is relevant to the mandate.
- Reliable- The issue is based on reliable data and supported by research, not opinion.
- Specific- This need is specific enough to provide direction as to how to meet it.
- Value Added- Addressing this need will add value to the achievements of the organization.
- Equity and equality- This need meets the principle of equality and equity.
- Control- The governing body's input can contribute to the outcomes.

An issue may be considered strategic when it:

- is viewed as important to the governing body and executive management;
- is on the agenda of the governing body and of concern to the CEO;
- will have to be dealt with more than a year from now;
- has implications for the entire organization;
- affects more than 10% of the budget;
- presents a large risk or opportunity;
- requires new goals and strategies to resolve it;
- is not clear how to bring about resolution of the need;
- could have major long term consequences if no action is taken;
- affects many other groups; and
- is explosive in nature.

Keeping Data

The organization should keep data it has collected but not used. This will avoid much research and provide an historical record for other staff or future members. As governing body members and executive management staff change it is easy to lose the knowledge of the organization's history. Information is vital in maintaining a sense of culture, history and unity within the organization and throughout the years.

Step 3: ***Writing/reviewing the organization's vision, values and mission***

The following definitions support the governing body's vision, mission, values.

- Vision- A vision is a short statement describing the ideal state an organization is striving to achieve in the long term for its clients.
- Mission- A mission statement systematically diagrams the vision by answering the questions who, what and why.
- Values- Values are the fundamental principles that guide behaviour and decision making. They represent the core priorities in the organization's culture including what drives priorities and actions in the organization.

The governing body should feel confident that the vision, mission and values are designed to lead to stakeholders' needs being met within the operational and fiscal realities of the organization.

Step 4: *Identifying/confirming lines of business*

Lines of business are discrete and coherent sets of programs, services and/or products that represent what the organization delivers to its clients.

The governing body should ensure that it has clarified its lines of business and the array of programs and services within its lines of business. This can be done by:

- closely reviewing the mandate conferred on the organization by the Government;
- determining in consultation with the Government the array of programs and services the organization will offer in the future;
- considering the factors which would be critical to each line of business and if these can be addressed; and
- determining the extent of each line of business.

Step 5: *Establishing goals*

The governing body should establish its goals following a review of the strategic issues. In doing so it must keep its focus on the mandate conferred by the relevant legislation. There may be the temptation to meet needs outside the jurisdiction of the governing body. This does not imply that the governing body be so rigid in its decision making that it is not a good community partner. What it does imply is that the governing body will determine what needs the organization:

- can meet;
- needs to partner with other agencies to address;
- would like to address but are clearly in someone else's mandate;
- would like to address but cannot influence;
- should meet but has neither the resources nor expertise to meet; and
- sees as high priority but with which other parties do not agree.

A goal is a general statement of the desired results (outcomes) to be achieved by a specific date, typically over a three year period. The number of goals should be kept manageable. Typically, the number of goals would be no more than seven (7). The rational for this limit is to ensure:

- the organization is continuously focused on its strategic plan outcomes;
- the governing body members and staff practices are focused on the outcomes of the strategic plan;
- the ongoing operations of the organization are not compromised; and
- the amount of data collection for performance management purposes required is manageable by the organization within current and expected resources.

The goal statement should be followed by objectives which are clear and measurable and found in the operational plan. The governing body can either set regional/provincial goals/outcomes and/or where applicable use benchmarks which have been set provincially, nationally or internationally to influence its goals/outcomes.

Step 6: *Developing operational plan(s) and completing performance measurement*

The job of designing and implementing the operational plan that includes objectives and performance measures rests with the executive management staff of the organization. An objective specifies a target or milestone that is set to incrementally improve achievement toward the goal/outcome. Success in meeting the objectives can be readily evaluated using qualitative and quantitative measures. Usually objectives are written for a one year time frame. This time frame facilitates the generation of the performance report at the end of each year providing an opportunity for the organization to report on its progress in achieving its goals/outcomes. The expectations of the CEO would be to:

- articulate how the values of the organization will be operationalized;
- articulate how the goals and objectives will be operationalized;
- articulate what performance measures and indicators will be used to report to the governing body on the organization's goals;
- identify systems that will be used to collect and report data; and
- outline what, to whom and how information is to be reported.

The steps in the performance measurement process that the CEO and his team should follow include:

- reviewing outcomes, goals and objectives;
- identifying performance measures and indicators;
- identifying data sources;
- determining specific data needed;
- determining the location of the data;
- determining how data will be reported;
- determining how the data will be evaluated;
- determining whether corrective action is needed;
- making necessary changes to programs/services; and
- writing the performance report.

Step 7: *Writing a draft strategic plan*

The draft strategic plan submitted to the governing body for approval should include the following:

- vision, mission and values;
- lines of business;
- the organization's goals/outcomes; and
- performance measures.

The organization should maintain data collected and working papers used in the development of the draft strategic plan. Such documents may include the environmental review materials, summary of strategic issues and performance measurement indicator documents.

Step 8: *Reviewing and approving the strategic plan*

The governing body should formally adopt the strategic plan and members will be expected to support it. All members should be able to articulate the goals and determine how and when they would need to receive reports in order to monitor the implementation of the plan. Executive management staff should know what, when and to whom to report. Time will need to be set on future agendas for status reports as the strategic plan should form part of the foundation for agenda setting.

Step 9: *Implementing, monitoring and reporting*

Usually, the strategic plan is written for three years. Strategic issues may arise which require the governing body to make a decision to revise the plan. Dialogue between the governing body and the relevant department should occur following revision to the strategic plan.

Monitoring should occur at clearly defined regular intervals. The CEO should understand the governing body's expectations regarding:

- what information is expected;
- the format for its presentation; and
- how the governing body will review the information.

The performance report should be short, including only vital information required for decision making and communication.

Reporting to Government

The Government of Newfoundland and Labrador's Accountability Framework requires governing bodies to provide annual performance reports to the relevant minister and department on its progress towards the achievement of its goals.

Reporting to Stakeholders

The governing body should decide whether it will release its performance report or whether it will remain an internal document. Where it remains an internal document the governing body should release an annual report which outlines its performance towards achieving its goals.

Conclusion

It is important for the governing body to remember that the development of the organization's strategic plan and the achievement of its goals has to be balanced with the challenges of maintaining existing operations.

Glossary

Accountability
Accountability means the ownership of conferred responsibilities, combined with an obligation to report to a higher authority on the discharge of those responsibilities and the results obtained.

Accountability Framework
The accountability framework defines the nature and scope of responsibilities, and identifies key results, performance expectations, and the monitoring and reporting strategies.

Activities
Activities are the actions that are completed to fulfill an obligation outlined in an assigned mandate.

Benchmarks
Benchmarks are the standards against which performance will be measured. Those benchmarks can be determined by the entity or the province. They can be based on: the ideal set by the entity; the best in the field for the programs and services of a particular type. Benchmarks established should support the direction established by the provincial government.

Comparable indicators
Comparable indicators are a specific set of common quantative and/or qualitative data for the aspect of performance under consideration.

Consumption
Consumption is the process of using inputs to complete activities to produce outputs and outputs to produce outcomes.

Goal
A goal is a specific statement of the desired results to be achieved over a specified period of time.

Impact
An impact of publically funded policies activities and programs is a consequence, either intended or unintended, and is either positive or negative.

Indicator

Indicator of Well-being
Quantitative data that indicates changes in physical, social or economic states. It is a particular value or characteristic used to measure activities, outputs or outcomes. It is multidimensional (ie. expressed as a ratio or percentage). Indicators should be a fair reflection of the things the entity can reasonably control and of those things which have a logical connection to the information which the entity desires to report. Indicators of well-being should meet the criteria specified in this document.

Indicator of Process
Qualitative or quantitative data that is used to indicate progress toward a desired objective, goal and/or mission eg. taught XX number of students in 200?; the committee met 5 times and has a policy document drafted; outcomes have been established for 10 of 20 program areas. The indicator can be unidimensional (ie. expressed as a data point, that is a number or categorical value)

Information

Baseline Data
Baseline data are quantitative information collected preferably before a program/service/ activity commences, for the purposes of making future comparisons.

Governance Information
Qualitative information collected before a process or activity commences that provides evidence which will be used to make future comparisons.

Inputs
Inputs are the resources used to carry out actions resulting in the ability to complete activities which are used to produce outputs which then results in outcomes.

Lines of Business
Lines of business are discrete and coherent sets of programs, services and/or products that represent what the department delivers to its external clients.

Measures
When indicators of well-being are quantified and combined they create a measure of well-being. When indicators of process are quantified or qualified and combined they create a measure of process.

Measures, Types of:

- Effectiveness

  Effectiveness measures are the different ratios and outcomes which tell if a planned result was accomplished.
  Cost effectiveness is the ratio of activities to input expenditures, outputs to input expenditures and outcomes to input expenditures

- Input Measures

  These quantify the amount of resources used to complete the activity and produce the outputs.

- Outcome Measures

  Outcome measures provide qualitative and quantitative information indicating the degree to which an entity can be credited for the achievement of its planned objectives. There can be measures of well-being or process outcomes.

- Output Measures

  Output measures tell the amount produced as a result of the inputs used in a program or service.

- Process Measures

  There are three types of process measures designed to monitor the organization's activities: efficiency measures, activity based and unit cost measures:
  Activity-based measures quantify how busy an organization is and enable the organization to determine the use for a specific program or service.
  Efficiency measures are ratios of outputs to inputs. They tell how well the organization used its resources to produce the programs and services.
  Unit costs are the ratios of outputs to input expenditures.

- Proxy Measures

  Proxy measures are used when direct measurement of a specific outcome is not possible. They are a surrogate or substitute data used when costs, complexity or timeliness prevent a result from being measured directly. There are cases where departments of the provincial government and Category 1 entities will have to use proxy measures.

Objective
An objective is a measurable statement or incremental milestone which specifies a change or benefit that the entity hopes to achieve. Success in meeting the objectives can be readily evaluated using qualitative (process) and quantitative (well-being or process) measures.

Outcome
An outcome is a change as a consequence of specific policies, programs and initiatives undertaken by entities.

Well-being outcomes are external changes to physical, social or economic states as a consequence of policies, programs and initiatives undertaken by an entity.

Process outcomes are internal or external results as a consequence of the objectives and goals undertaken by an entity. The ultimate aim of process outcomes is to enable an entity to move to the development of outcomes of well-being.

There are three types of outcomes: immediate, intermediate and ultimate. An immediate outcome could be a change in attitudes. An intermediate outcome could be a change in behavior. The ultimate outcome would be a lower or higher incidence of a specific result (eg. lower- disease, drop out rate, unemployment, accidents) (eg. higher- year-around employment, literacy, retention of qualified workers, students completing career paths).

Outputs
An output is what is produced as a direct result of transforming resources through an activity or process (series of activities) undertaken using the inputs (resources).

Performance
Performance refers to actual results measured against defined standards.

Performance Framework
The framework that defines the steps of the performance measurement process to be completed as a component of the strategic planning process.

Performance Measurement
Performance Measurement is a quantitative and qualitative process to assess if the entity has completed its intended activities or achieved its desired outputs or outcomes in the most cost effective and timely manner possible.

Performance Report
A performance report is a summary of the organization's activities outputs or outcomes which provides a clear linkage between its plan and the results actually obtained using the specified performance measures.

Policies
Policies enable or restrict actions by specifying outputs, outcomes or parameters. They provide specific information about the ends the entity desires to achieve, direction for the CEO and staff, and governance/operational level processes.

Process
A process is a set of activities which are aimed at planned activities, outputs or outcomes

Production Activity
A production activity is the process which transform inputs (resources) into outputs (usually services in the case of the public sector).

Program
A program is a set of projects, services or events intended to meet a public need.

Public Body
A public is a board, agency, Crown corporation, commission, foundation, panel, committee, council or tribunal created by Government to assume specific responsibilities.

Result
The result is the accomplishment, desired or unintended, which arises from any process or operation. It may take more than one result to achieve a desired outcome.

Social Audit
A social audit is the objective verification and public reporting of the contributions that government and public bodies have made through their programs and policies towards social progress and the needs of society.

Strategic Issue
A strategic issue is the most significant internal and/or external change which the organization must manage to realize its vision and the capacity of the organization to effectively manage the impacts of those changes.

Strategy
A strategy is a systematic plan of action or a series of actions or activities that an organization intends to take in order to achieve its targets/objectives given its environment. Strategies are dynamic and may need to be modified based on new knowledge or changing circumstances.

Target
Targets are specific, measurable, achievable, realistic and time bound changes/benefits the organization intends to achieve.
Example: By 200?, increase scores of NL rural 15 year olds in reading, science and mathematics to the national average, as measured by the *Program for International Student Assessment.*
Example: Increase full-time employment rates by 2% within five years.

Values
Values are the fundamental principles that guide behaviour and decision making.

Vision
A vision is a short statement describing the ideal state an organization is striving to achieve for its clients or the ideal state that an organization sees for society. It is the outcome which will be achieved if the assigned mandate is fulfilled.